



ABC TECHNOLOGIES

INNOVATION IN PLASTICS & LIGHTWEIGHTING

APRIL 6, 2021

LAURENTIAN INSTITUTIONAL INVESTOR CONFERENCE

Disclaimer



This presentation is being provided for the sole purposes of providing the recipients with background information about ABC Technologies Holdings Inc. (the “**Company**”) This presentation does not provide full disclosure of all material facts relating to the Company and prospective investors should review the Company’s continuous disclosure documents filed under the Company’s issuer profile on the System for Electronic Document Analysis and Retrieval at www.sedar.com, which include, but are not limited to, the Company’s long-form prospectus dated February 12, 2021, as amended by amendment no.1 to the final prospectus dated February 16, 2021 (the “**Final Prospectus**”), as such may be supplemented and updated by subsequent disclosure filings made by the Company (collectively, the “**Public Documents**”). The Company has made reasonable efforts to ensure that the information contained in this presentation is accurate as of the date hereof; however, there may be inadvertent or unintentional errors. The Company is not liable to any recipient or third party for the use of or reliance on the information contained in this presentation. The information provided in this presentation is provided for reference only and does not constitute an offer to sell or the solicitation of an offer to buy any securities of the Company.

Unless otherwise indicated or the context otherwise requires, all references in this presentation to “ABC”, the “Company,” “we,” “our,” “ours,” “us” or similar terms refer to ABC Technologies Holdings Inc. (d/b/a ABC Technologies) together with its subsidiaries and its joint ventures. All references to “\$” and “US\$” are to United States dollars and all references to “C\$” are to Canadian dollars. All Capitalized terms not otherwise defined in this presentation have the meaning ascribed to them in the Final Prospectus.

This presentation makes reference to certain non-International Financial Reporting Standards (“**IFRS**”) measures, namely Adjusted EBITDA, Adjusted EBITDA Margin and Free Cash Flow. This presentation also makes reference to “content per vehicle”, or “CPV”, and “seasonally adjusted annual rate of sales” or “SAAR”, which are operating metrics used in our industry, including by original equipment Manufacturers (“**OEMs**”) customers, suppliers and our competitors. These measures are not recognized under IFRS as issued by the International Accounting Standards Board and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Accordingly, these measures should not be considered in isolation nor as a substitute for analysis of our financial information reported under IFRS. These non-IFRS measures are used to provide readers with supplemental measures of our operating performance and thus highlight trends in our business that may not otherwise be apparent when relying solely on IFRS measures.

Forward-Looking Information

This presentation contains “forward-looking information” and “forward-looking statements” within the meaning of applicable Canadian securities legislation (collectively, “forward-looking statements”), which reflect management’s expectations regarding the Company’s industry or the Company’s future growth, results from operations, performance and business prospects, future business plans and opportunities. Wherever possible, words such as “plans”, “expects”, “projected”, “estimated”, “forecasts”, “anticipates”, “outlook”, “potential”, “strategy”, “targets” or “believes”, or variations of such words and phrases or statements that certain future conditions, actions, events or results “will”, “may”, or “could”, or negative or grammatical versions thereof, have been used to identify forward-looking statements.

By their nature, forward-looking statements are subject to inherent risks and uncertainties that may be general or specific and which give rise to the possibility that expectations, forecasts, predictions, projections or conclusions will not prove to be accurate, that assumptions may not be correct, and that objectives, strategic goals and priorities will not be achieved. Known risk factors, including but not limited to, these set out in the Public Documents as well as unknown risk factors, many of which are beyond the control of the Company, could cause actual results to differ materially from the forward-looking statements in this presentation.

Forward-looking statements are based on management’s beliefs and assumptions and on information currently available to management. Although the forward-looking statements contained in this presentation are based upon what we believe are reasonable assumptions, you are cautioned against placing undue reliance on this information since actual results may vary from the forward-looking statements. Consequently, all of the forward-looking statements contained in this presentation are qualified by the foregoing cautionary statements, and there can be no guarantee that the results or performance that we anticipate will be realized or, even if substantially realized, that they will have the expected consequences or effects on our business, financial condition or results of operation. The Company disclaims any intention or obligation to update or revise any forward looking statements whether as a result of new information, future events or otherwise, or to explain any material difference between subsequent actual events and such forward looking statements, except to the extent required by applicable law.

Market and Industry Data

Market and industry data presented throughout this presentation was obtained from third-party sources, industry publications and reports, websites and other publicly available information, as well as industry and other data prepared by us or on our behalf, on the basis of our knowledge of, and experience in, the markets in which we operate. The information presented in the third-party sources is reported as at the date of such third-party sources and not necessarily as at the date of this presentation. Such-third party sourced information is also subject to change without notice. Such-third party sourced information, as well as trademarks owned by or associated with the providers of such third-party information, may be the copyrighted property of such providers. We believe that the market and economic data presented throughout this presentation is accurate and, with respect to data prepared by us or on our behalf, that our estimates and assumptions are currently appropriate and reasonable, but we cannot offer any assurance as to the accuracy or completeness thereof. The accuracy and completeness of the market and economic data presented throughout this presentation are not guaranteed and we make no representation as to the accuracy of such data. Actual outcomes may vary materially from those forecast in such reports or publications, and the prospect for material variation can be expected to increase as the length of the forecast period increases. Although we believe it to be reliable, we have not independently verified any of the data from third-party sources referred to in this presentation, or analyzed or verified the underlying market, economic and other assumptions relied upon by such sources.

The IHS Markit reports, data and information referenced herein (the “**IHS Markit Materials**”) are the copyrighted property of IHS Markit Ltd. And its subsidiaries (“**IHS Markit**”) and represent data, research, opinions or viewpoints published by IHS Markit, and are not representations of fact. The IHS Markit Materials are subject to change without notice and IHS Markit has no duty or responsibility to update the IHS Markit Materials. Moreover, while the IHS Markit Materials reproduced herein are from sources considered reliable, the accuracy and completeness thereof are not warranted, nor are the opinions and analyses which are based upon it. IHS Markit and other trademarks appearing in the IHS Markit Materials are the property of IHS Markit or their respective owners.

Where we discuss our North American market share in various product groups, we have relied on IHS Markit data regarding industry production volumes. The Company’s estimate of its market share in these product groups for the relevant fiscal period has been derived by dividing the total volume of the units within such product group that we supplied to OEM’s in North America during such period, by management’s estimate of the total volume of such products on all light vehicles produced by OEM’s in North America during the same period. Where such product is only found on certain models within a platform we relied on management’s estimate of the production number of models containing these products (including those supplied by our competitors). Where we provide market share for our running board and spoiler product groups, we have excluded from the overall market size any after-market products, including any after-market running boards or spoilers installed by dealers as we view the after-market running board and spoilers to be a distinct market in which we have elected to not compete. Management estimates regarding the size of the addressable market for our product groups are based on industry data (including IHS Markit) together with internal information, information provided by the Company’s customers and other industry participants and management’s experience within the industry and the markets within which it competes.

Trademarks

We own or have the rights to use various trademarks, service marks and trade names referred to in this presentation. Solely for convenience, we may refer to trademarks, service marks and trade names in this presentation without the “™” and “®” symbols. Such references are not intended to indicate, in any way, that we will not assert, to the fullest extent permitted by law, our rights to our trademarks, service marks and trade names. Other trademarks, trade names or service marks appearing in this presentation are the property of their respective owners.

The content of this presentation is protected by copyright and may not be reproduced or repurposed without written consent of the Company or other holders of copyright interests, as applicable.



A leading manufacturer and supplier of custom, highly engineered, technical plastics and lightweighting innovations to the global automotive industry

MARKET LEADERSHIP AND STRENGTH



Strong market shares across multiple product categories⁽¹⁾



Content on over 75% of all light vehicles and strong representation on the top 15 models in North America



Lightweighting-focused product portfolio addressing OEM fuel economy and range anxiety challenges



Ample liquidity, strong balance sheet to invest in the business, pay regular dividends and deploy to opportunistic M&A

TECHNOLOGY AND INNOVATION LEADERSHIP DRIVES CPV GROWTH



Highly engineered solutions with deep development expertise



Proprietary vertical integration in material compounding and machine-building



Proven road map to drive depth, breadth and ultimately, entrenchment, with OEM customers



CPV growth and industry outperformance driven by **market differentiation** and **pioneering, first-to-market products**

~\$1 BILLION REVENUE SUPPLIER SERVING MORE THAN 25 OEMS GLOBALLY, MANY FOR OVER 45 YEARS

(1) See page 8 for further information on ABC's market shares for key product groups.

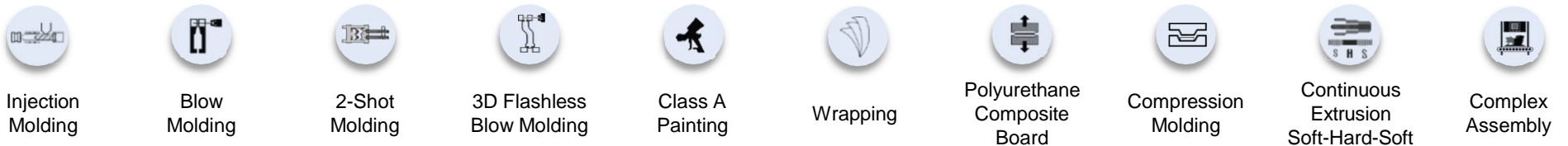
ABC Cross-Sells Lightweighting Solutions Throughout The Vehicle



Custom Technical Plastics Addressing OEMs Most Pressing Needs: Consumer Comfort/Utility, Fuel Economy and Battery Range



Diverse Processes and Capabilities Enable Portfolio Breadth

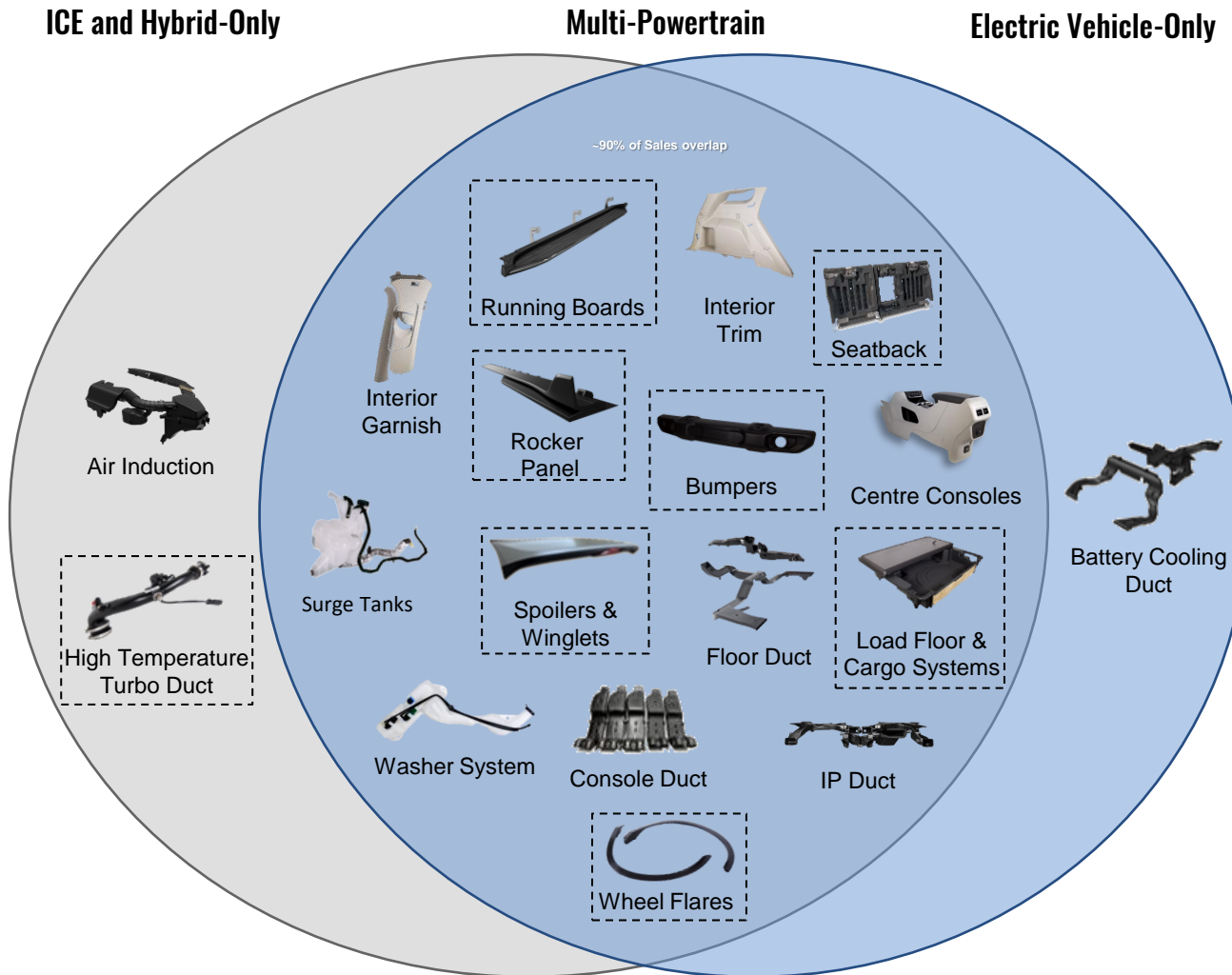


Consumer Preferences and Regulation Driving EV Adoption



90% of Product Portfolio is EV-Ready and Already Winning On High-Volume EV Platforms Today

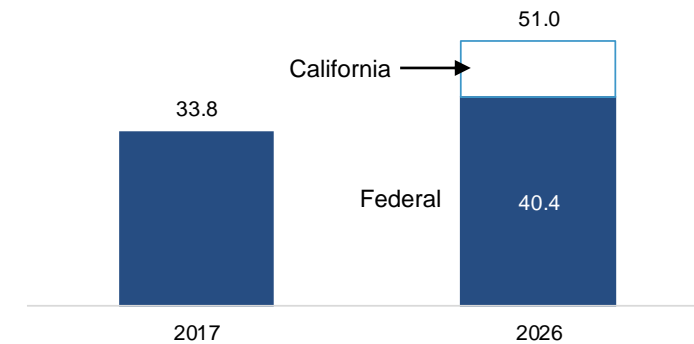
Segmentation of ABC Products by Powertrain



[Dashed Box] Denotes lightweighting advantage over metal alternative

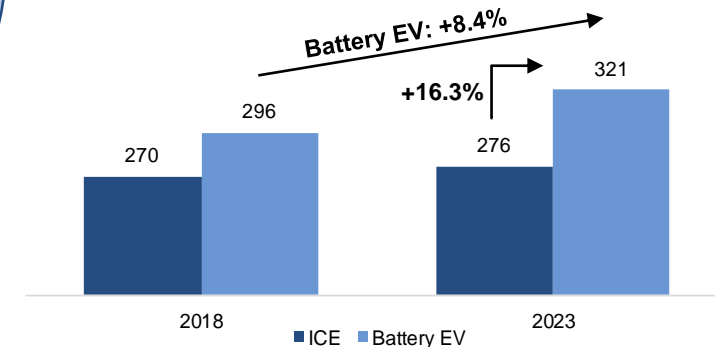
[Blue Circle] Denotes use / potential use on battery electric vehicle

Average of OEMs' CAFE Requirements for U.S. Light Vehicles (mpg)



Source: The Safer Affordable Fuel-Efficient (SAFE) Vehicles Rule for Model Years 2021–2026 Passenger Cars and Light Trucks, U.S. Department of Transportation. (April 30, 2020)

Average Plastic Content by Powertrain Type (lbs)



Source: Plastics in Global Electric Vehicle Market, Lucintel. (July 20, 2018)

Investment Highlights

ABC Technologies Overview



- 1 STRONG MARKET SHARE AND LEADERSHIP ACROSS NORTH AMERICA...
- 2 DRIVEN BY TECHNOLOGICAL INNOVATION...
- 3 RESULTS IN SUPERIOR MARGINS VS. PEERS...
- 4 WITH INDUSTRY TAILWINDS FOR SEVERAL YEARS...
- 5 AND A PROVEN STRATEGY FOR AN EV FUTURE...
- 6 THAT WILL DRIVE SIGNIFICANT CASH FLOW TO CONTINUE INVESTING IN ABC...
- 7 AND TAKE ADVANTAGE OF A TARGET-RICH M&A LANDSCAPE



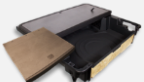


① Strong Market Share and Leadership Across North America



Significant Market Share In Multiple Core Product Groups

Currently, ABC has content on over 75% of all light vehicles manufactured in North America and strong representation on the top 15 models produced

Select North American Market Shares
in Key Product Groups (Fiscal 2020)⁽¹⁾

Product Group	Market Share
 Running Boards ⁽²⁾	> 40%
 Spoilers	> 25%
 Cargo Load Floors (SUV/CUV)	> 25%
 HVAC Duct Systems	> 30%
 Windshield Washer Systems	> 30%

Top 15 North American Production Models
(YTD Fiscal 2021)

MODEL	% OF TOTAL LIGHT VEHICLE PRODUCTION
Ford F-Series	5%
Chevrolet Silverado	4%
FCA Ram	4%
Honda CR-V	3%
Toyota RAV4	3%
Toyota Camry	2%
Chevrolet Equinox	2%
Toyota Tacoma	2%
Ford Explorer	2%
Toyota Highlander	2%
Honda Civic	2%
Jeep Wrangler	2%
Jeep Grand Cherokee	2%
Honda Accord	2%
GMC Sierra	2%
TOTAL	39%

Source: Based on IHS Markit data.

MARKET LEADER IN HIGHLY TECHNICAL PRODUCTS - PROVEN TRUST ON OEMS LARGEST PLATFORMS

(1) Based on management estimates.

(2) Running boards do not include retractable running boards.

1 Entrenched Customer Relationships, Repeatable Growth Blueprint



Multi-decade OEM Relationships Drive Consistent Wins and Growth

- There remains significant opportunity to grow content per vehicle across OEMs and their platforms
- ABC's North American CPV: \$72 average, \$100 average on top 25 platforms by sales and \$600 on top CPV coverage platform⁽¹⁾

Customer	Customer A	Customer B	Customer C	Customer D	Customer E	Customer F	Customer G
Relationship Tenure	46 yrs	46 yrs	46 yrs	32 yrs	27 yrs	32 yrs	4 yrs
% of Light Vehicles with ABC Content	99%	99%	79%	81%	76%	100%	59%
CPV Opportunity	Medium	High	High	High	High	High	High
Interior	✓	✓	✓	✓	✓	✓	✓
Exterior	✓	✓	✓	✓	✓	✓	✓
HVAC	✓	✓	✓	✓	✓	✓	✓
Fluids	✓	✓	✓	✓	✓		✓
Air Induction	✓		✓	✓	✓	✓	
Flexible	✓	✓	✓	✓		✓	

✓ Current and Awarded Business

(1) CPV calculated inclusive of joint ventures and excluding tooling sales. "top CPV coverage platform" means the Company's North American platform with the highest dollar amount of CPV in Fiscal 2020.

② Driven By Technological Innovation



Broad Technical Expertise and Deep Engineering Portfolio Allows ABC to Drive Continual Innovation

Innovation by the Numbers



600+ Skilled Professionals (500 engineers and 100 additional employees serving in technical engineering roles) located in a cutting-edge engineering and testing technical centre in Toronto and 9 regional technical / design centres



300+ Patents issued historically or currently pending



150+ New and Developing Products, Processes & Material-based Innovations and First-to-Market Solutions



139 Proprietary Resin Compound Formulations approved by OEMs for use in ABC exclusive applications



32 Research Collaborations and 22 Advanced In-House Research Projects under development



Pivoted to medical device production during COVID-19

Sample of Next Generation Advanced Product Development Innovations

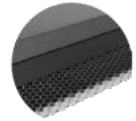
Lightweight Material Substitution for Weight Reduction



Bio-Mass and Organic Plastics



Additive Manufacturing (3D Printing and Material)

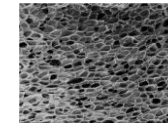


Recycled Carbon Fibre

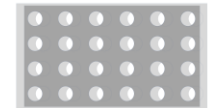
Product Innovation for New Market Opportunities



Under Seat and Rear Cargo Storage



Plastic Foamed Interior / Exterior Components



Airwave – Headliner Air Distribution System

Future Lightweighting and Innovation



Recycled Carbon Fibre ("RCF") RB Brackets



Biopolymer Air Induction



Cargo Management Systems

② Pioneering History Case Study: Blow Molded Running Boards



Long history of first-to-market innovation will continue to allow ABC to outgrow the competition



Leading Position in Fixed Running Boards



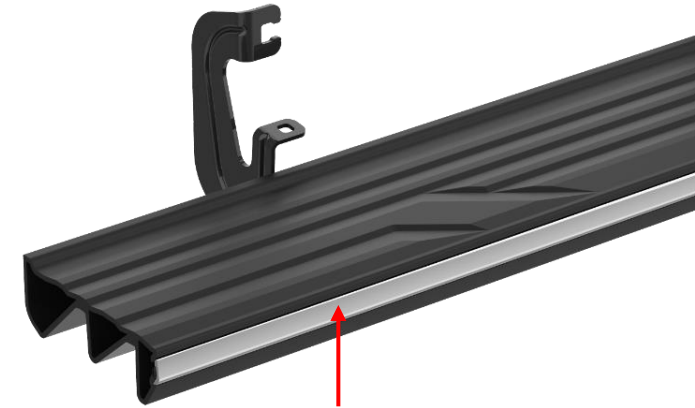
Industry-first Plastic Running Boards



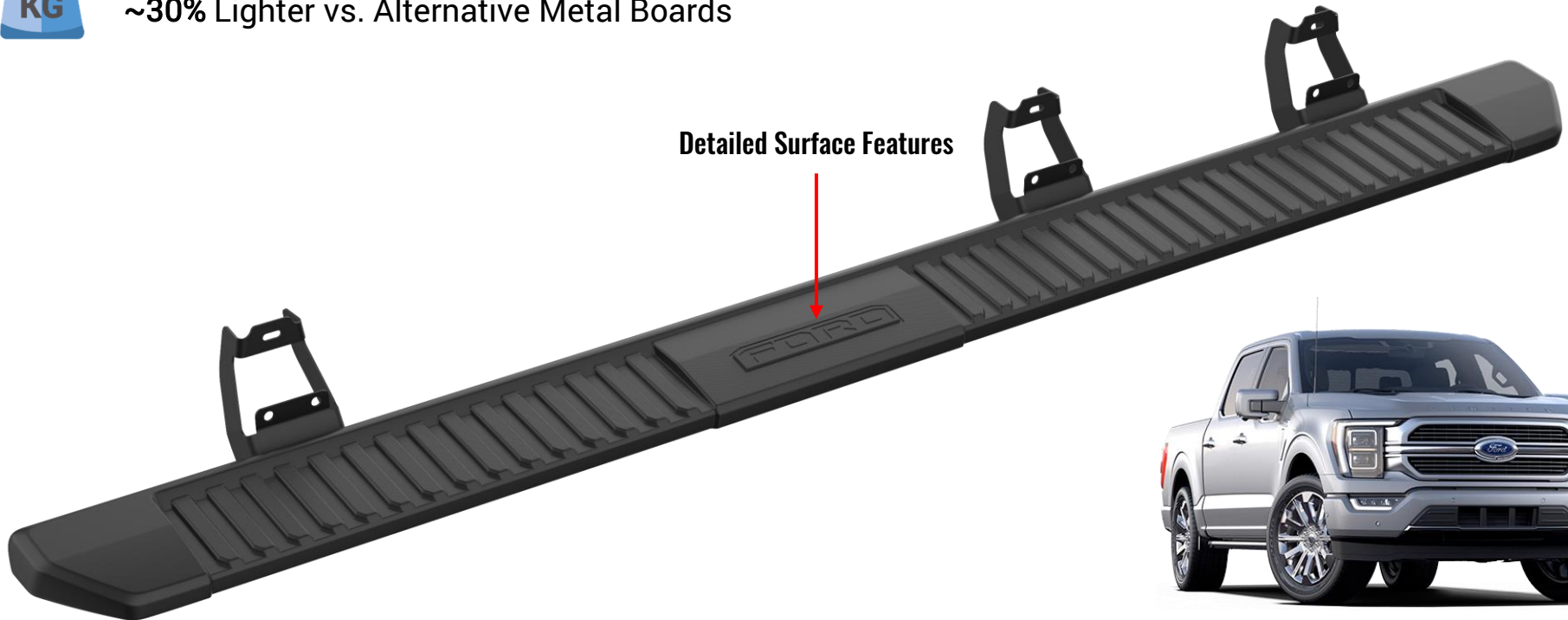
Cost Savings



~30% Lighter vs. Alternative Metal Boards



Decorative Trim Options



Detailed Surface Features



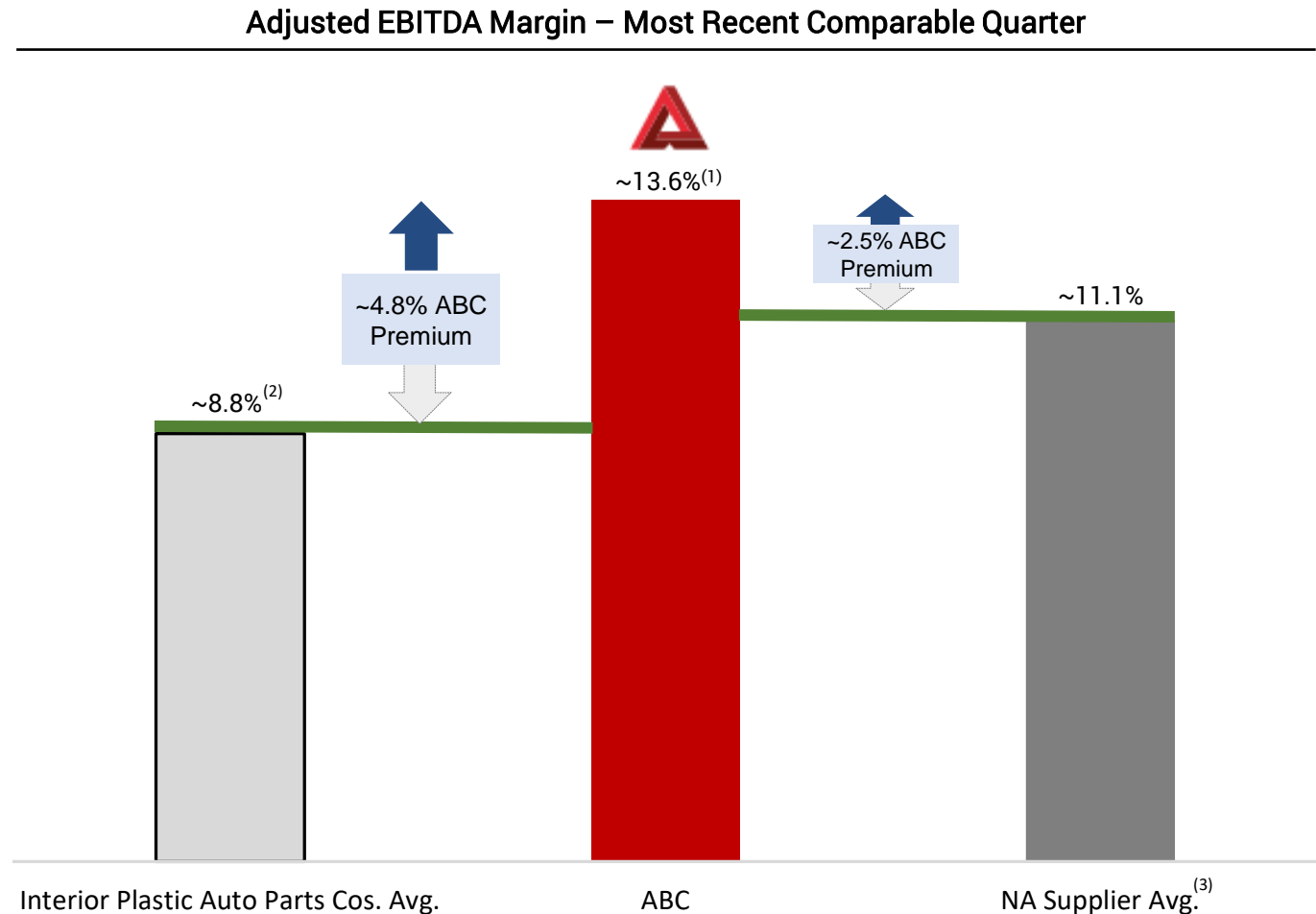
Ford F-150

3 Superior Margins vs. Peer Group and Larger Supplier Universe



ABC's focus on technical, high-value-added plastics creates a premium margin

- Management believes leading product portfolio and innovation stream positions ABC to sustain premium margins over time
- Premium margins maintained in most recent comparable quarter versus “traditional” interior plastic auto parts companies as well as other North American Tier 1 suppliers – demonstrates structural flexibility benefit of ABC



Note: Adjusted EBITDA is a non-IFRS measurement, therefore the measures presented by other competitors may not be comparable to the Company's calculation of Adjusted EBITDA margin. Refer to the disclosure on the disclaimer page concerning the use of non-IFRS measures and to the Appendix of the presentation.

- (1) ABC Q2 FY2021 reported EBITDA margin is 14.7%. ABC EBITDA is adjusted to remove capitalized R&D expense. Refer to the disclosure on the disclaimer page concerning the use of non-IFRS measures in this presentation.
- (2) Most recent comparable quarter is Q4 CY2020 for Samvardhana Motherson and Q3 CY2020 for Grupo Antolin; based on publicly available information. Antolin and Motherson margins have been adjusted to exclude IFRS 16 impacts as well as capitalized R&D.
- (3) Most recent comparable quarter for NA Suppliers is Q4 CY2020. Supplier group includes Adient, American Axle, Aptiv, BorgWarner, Dana, Lear, Linamar, Magna, Martinrea, Tenneco, Veoneer, Visteon. Data based on available public filings. Linamar and Martinrea margins have been adjusted to exclude IFRS16 impacts as well as capitalized R&D.

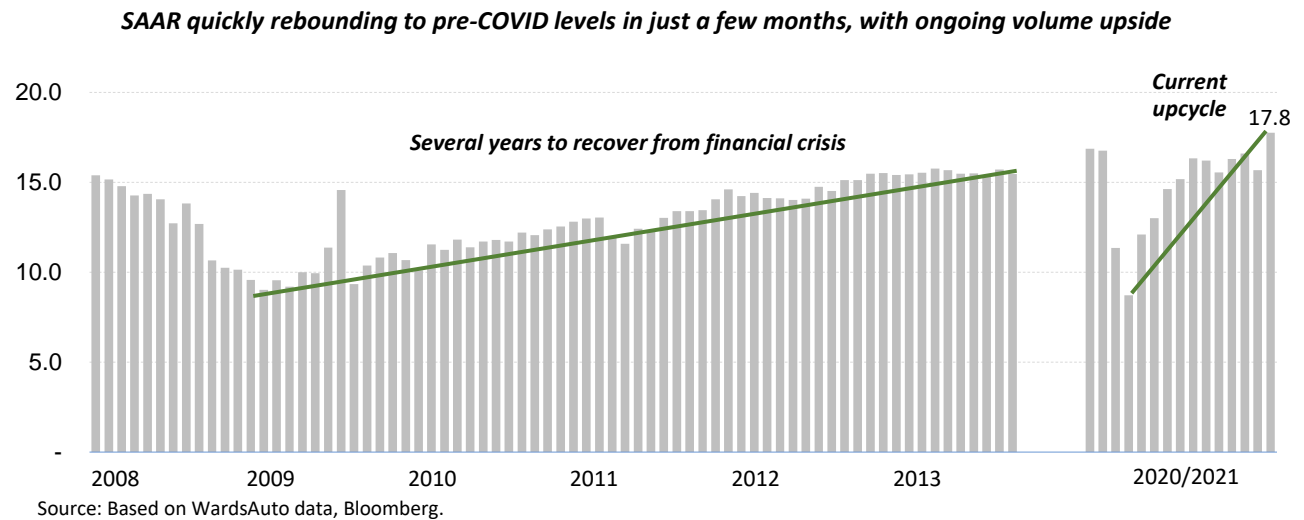
④ Poised For Industry Rebound and Cyclical Upswing



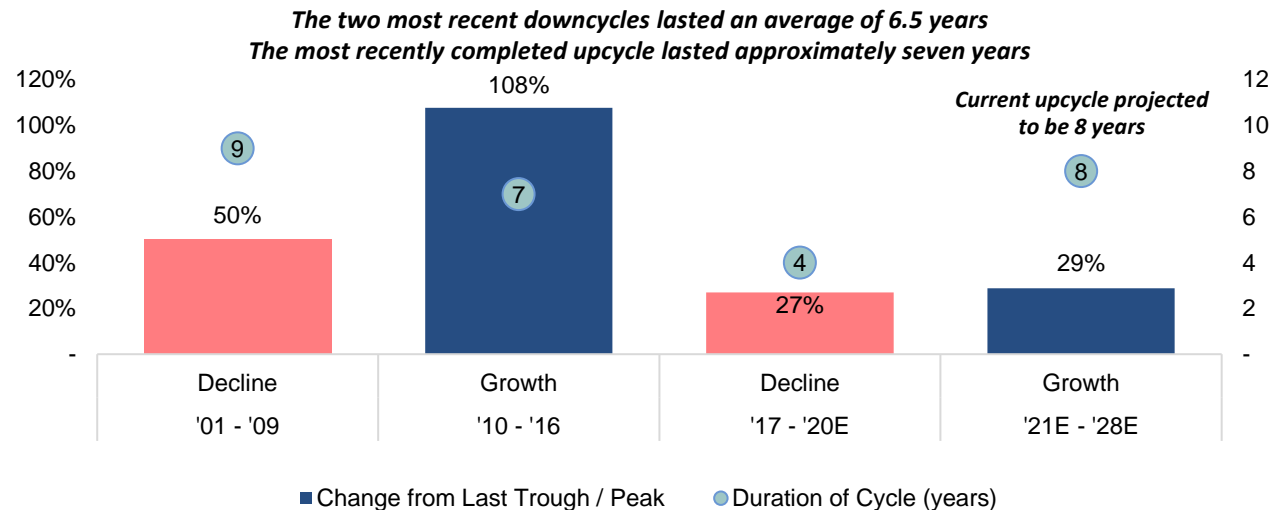
Over \$1 trillion global market size, with North America at 18% of global production⁽¹⁾

- Post-COVID19 volumes rebounding with expected 5.0% CAGR from Fiscal 2020 through Fiscal 2025⁽²⁾
- Volumes have rebounded strongly following end of COVID-19-related shutdowns and ramping back up to pre-COVID-19 volumes, with ongoing growth, as opposed to a more gradual recovery after the global financial crisis
- Recent supply chain shortages have further coiled the spring for volumes to bounce back as **March 17.8mm US SAAR shows that demand is very strong⁽⁴⁾** and dealer inventory levels are low
- Light truck inventory especially low at 38 days vs. 51 days just last month and +70 days in normal periods⁽⁴⁾**

U.S. SAAR (Annualized monthly light vehicle sales in millions)



Historical North American Auto Production Cycles⁽³⁾



(1) Based on IHS Markit industry production volume data for the twelve-month period ended December 31, 2019, as well as ABC management's estimate of CPV.

(2) Based on IHS Markit industry production volume data as of March 2021.

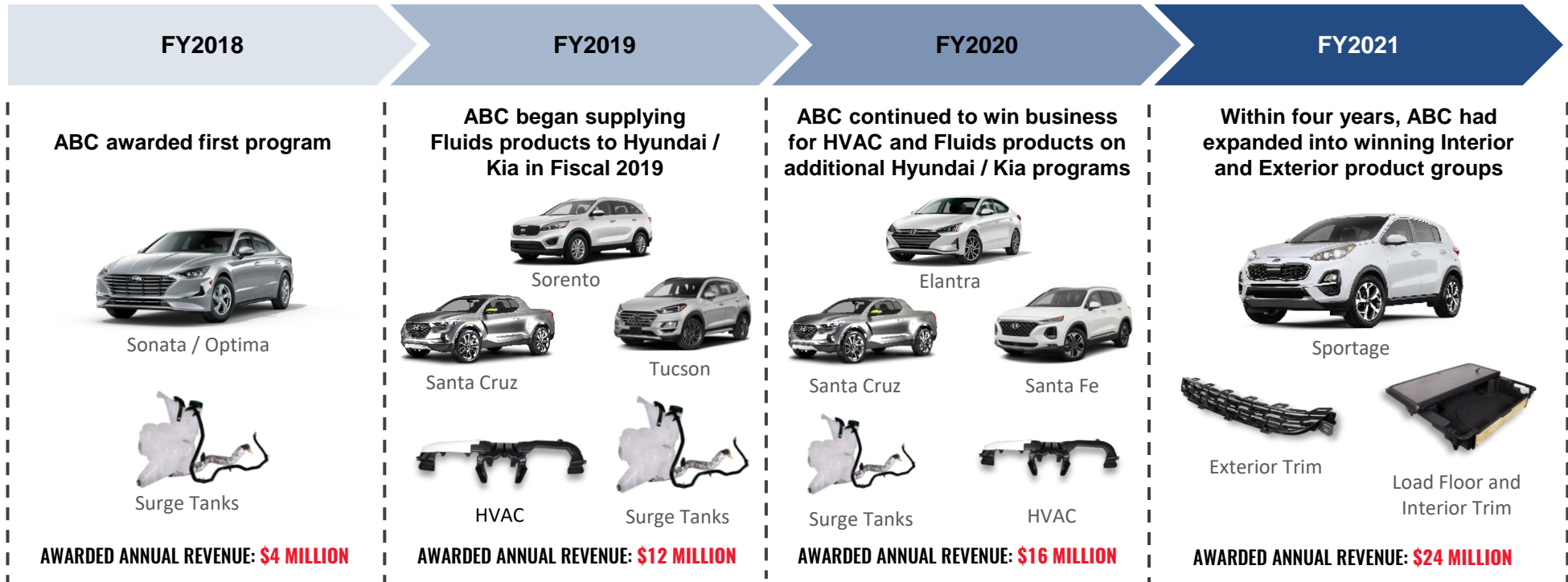
(3) A cycle is determined when volumes change by over 10% from peak / trough and there are at least two years of consecutive increases or declines. 2021-2028 data based on IHS Markit industry production volume as of March 2021

(4) Based on Bloomberg and Autodata April 2021 report

5 Business Win Road Map In Action: Hyundai/Kia



Early Stages of Demonstrated Expansion With New NA Customer – From \$0 to \$130 Million of Lifetime New Business⁽¹⁾ in 4 Years



Successful expansion into 4 of 6 ABC product groups on 8 Hyundai / Kia vehicle models within 3 years of initial award in the North American region, demonstrating ABC's proven blueprint for customer and CPV expansion

(1) Lifetime new business defined as FY21 awarded annual revenue multiplied by average program life of 5.5 years

⑤ Recent Wins Prove ABC Penetration Road Map Works for EV



Ford F-150 Electric



Ford Mustang Mach-E



Rivian Amazon Van



Nio ES8



Mercedes-Benz EQC



VW Buzz ID



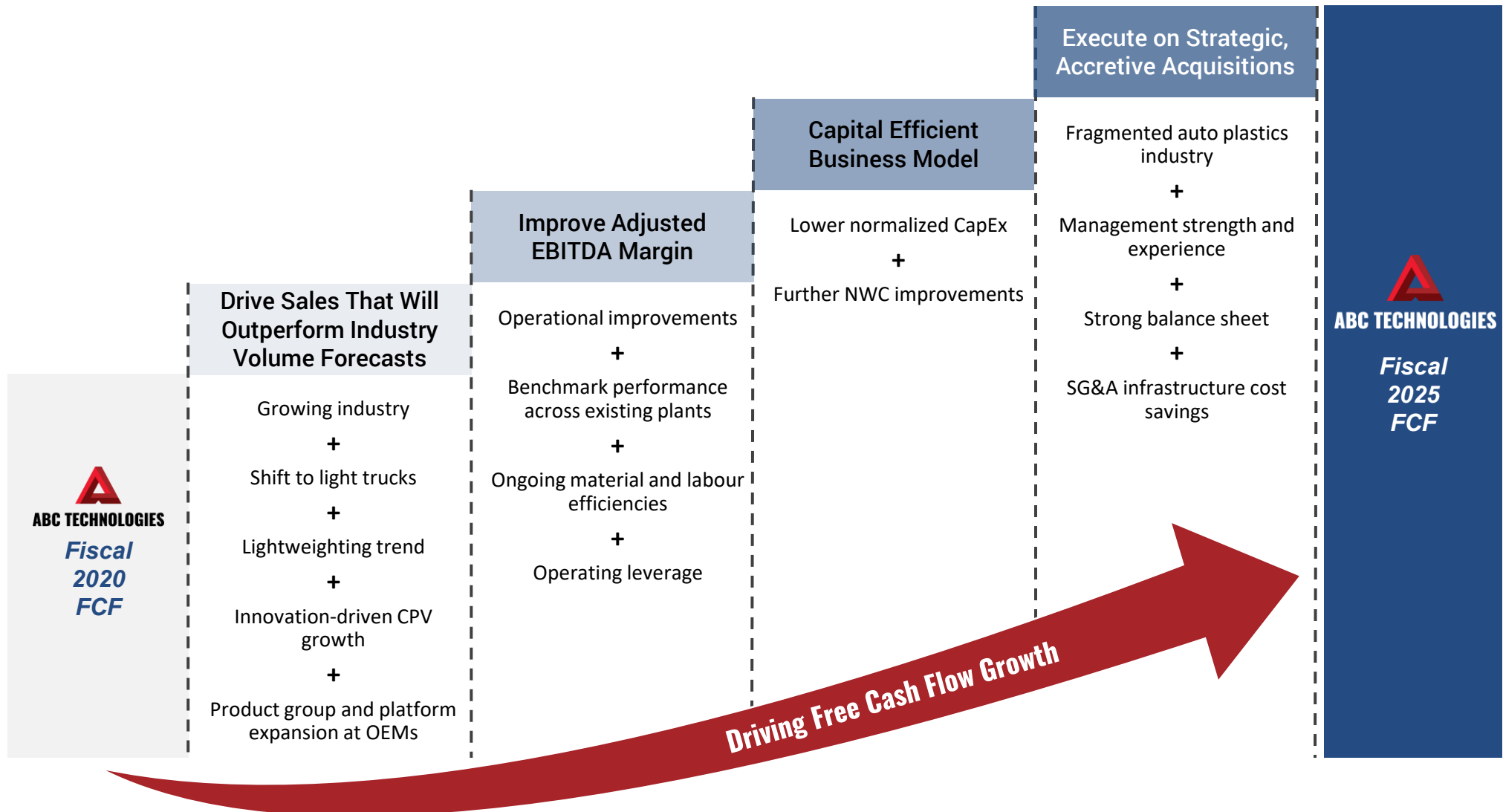
**BOOKED REVENUE STARTING IN
FY22**

**SIGNIFICANT OPPORTUNITIES FOR
FUTURE SALES GROWTH**

⑥ Multiple Levers to Drive Free Cash Flow Growth



Well Positioned to Continue Driving Sales Growth, Profitability and Free Cash Flow



⑥ Major CapEx Cycle Completed, Sustainably Low Working Capital



Focus on Facility Upgrades, Modernization and Working Capital Efficiency Positions ABC Well for the Future

Investments in Manufacturing Infrastructure and Processes

Greenfield facilities to support growth



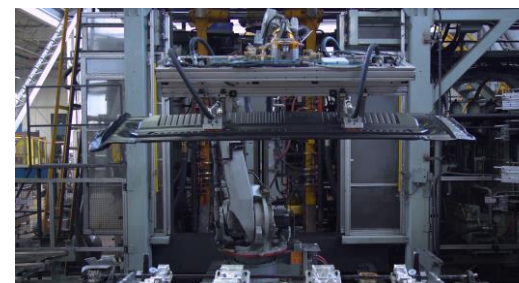
Ramos, Mexico

Modernize largest facilities for efficiency and process improvement



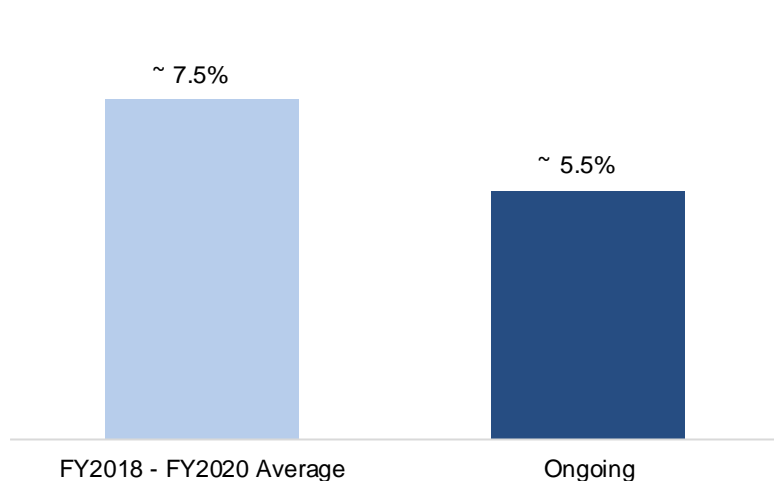
Injection Molding Machine

Add specialized machines to support innovative products

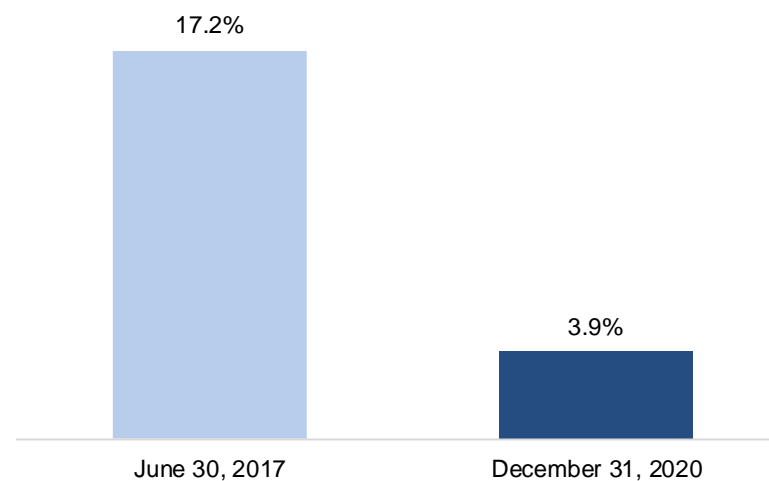


Blow Molding Machine

Capital Expenditures (% of Sales)



Trade Working Capital⁽¹⁾ (% of LTM Sales)

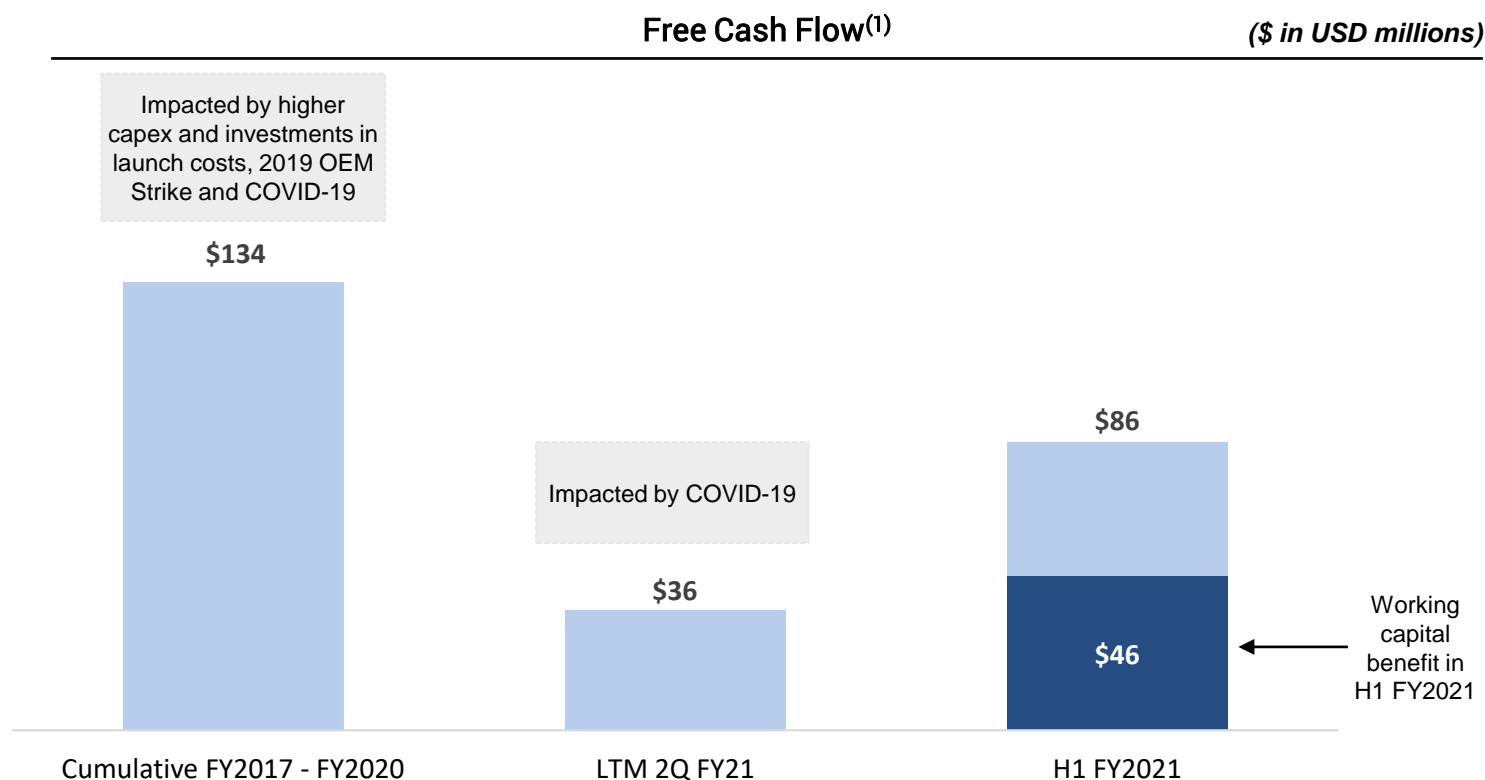


(1) Trade working capital calculated as trade and other receivables plus inventories less trade payables

⑥ Significant Free Cash Flow Generation to Invest in ABC...



Free Cash Flow Going Forward Is Significant and Enables Flexibility



(1) Free Cash Flow calculated as net cash flows from operating activities less capex, additions to intangible assets and principal payments of lease liabilities plus proceeds from disposals of property, plant and equipment, proceeds from disposal of Polybottle Group and dividends received from joint ventures. Free cash flow is a non-IFRS measure, see Appendix of this presentation for further details.

7 ...Or Pursue Accretive M&A Opportunities



Focused on Lightweighting, Technical, Value-Add Plastics - Seek to Diversify Customers, Geographies, Products and Add To EV Book of Business

STRONG ACQUISITION PLATFORM	<ul style="list-style-type: none">▪ Strong management team that has been upgraded in virtually all areas of the organization▪ Substantially improved processes and systems that will facilitate acquisition integration▪ Very low leverage and significant liquidity▪ Excellent reputation with customers (e.g. customer-directed takeover of competitor business during COVID-19 downturn)
ROBUST OPPORTUNITY SET	<ul style="list-style-type: none">▪ Several logical acquisition targets long-held by financial sponsors looking for an exit▪ Pockets of distress among smaller suppliers that could bring complementary customers, locations or products
SIGNIFICANT SYNERGY POTENTIAL	<ul style="list-style-type: none">▪ Leveraging material cost spend▪ Reducing overhead and SG&A▪ Rationalizing manufacturing footprint▪ Improving Adjusted EBITDA and Free Cash Flow through best practice sharing (e.g. working capital)

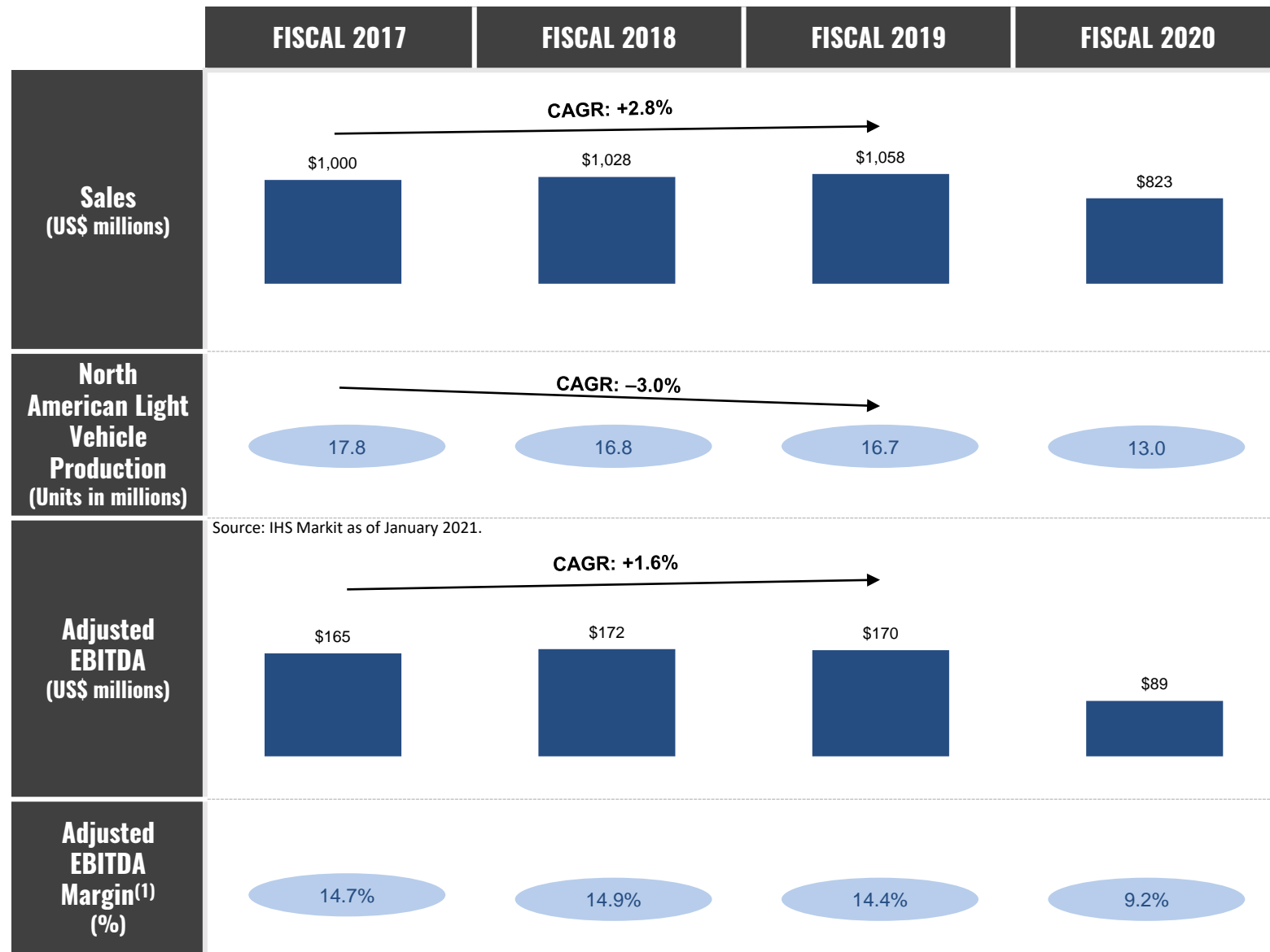
Financial Highlights

ABC Technologies Overview



Sales and Adjusted EBITDA

Impacted by 2019 OEM Strike and COVID-19



(1) Adjusted EBITDA Margin is calculated as Adjusted EBITDA divided by Sales adjusted to include the proportionate share of joint venture sales attributable to ABC as well as estimated lost sales due to the 2019 OEM Strike, which occurred in ABC's Fiscal 2020.



Low Leverage and Ample Liquidity

Conservative Balance Sheet with +\$200mm of Liquidity

Pro Forma Capitalization as of December 31, 2020 (US\$ millions)

	Pro Forma for the IPO Offering ⁽¹⁾	Pro Forma for the IPO Offering and Credit Agreement Amendment ⁽²⁾
Debt	\$283	\$293
Proportionate share of debt held at joint ventures	--	--
Total debt	\$283	\$293
Cash	\$50	\$49
Proportionate share of cash held at joint ventures	\$14	\$14
Total cash	\$65	\$64
Net Debt⁽³⁾	\$219	\$229

Pro Forma Liquidity as of December 31, 2020 (US\$ millions)

	Pro Forma for the Offering ⁽¹⁾	Pro Forma for the Offering and Credit Agreement Amendment ⁽²⁾
Cash	\$50	\$49
Proportionate share of cash held at joint ventures	\$14 ⁽⁴⁾	\$14
Undrawn amount of revolving credit facility	\$150	\$157
Letters of credit	(\$3)	(\$3)
Total Liquidity	\$212	\$218

ABC Pays a C\$0.15 Annual Dividend

- (1) Cash is presented (A) after deducting (i) the Underwriters' Fee of approximately \$4.8 million (C\$6.1 million, as converted using the Bank of Canada's daily average exchange rate as of February 10, 2021 of US\$1.00 equals C\$1.2689), (ii) the expenses of the Offering estimated to be approximately \$2.2 million and (iii) financing fees related to the Credit Agreement Amendment of \$1.1 million but (B) without deducting certain other non-Offering related extraordinary costs we expect to incur during the second half of FY2021, including (i) one-time payments of up to \$4.5 million in the aggregate, which are anticipated to be made to certain NEO's and directors in recognition of their exceptional efforts during the COVID-19 pandemic and in connection with other business transformation initiatives (see "Executive Compensation – Special Incentive Bonus Compensation" in the Company's prospectus dated February 12, 2021) and (ii) distributions from the VCP Pool of up to \$1.6 million in the aggregate (assuming no exercise of the Over-Allotment Option), which are expected to be made by ABC Technologies Inc. to holders of Participant Units in accordance with the terms of VC Plan (see "Executive Compensation – Value Creation Plan"). Long-term debt is presented after considering the non-cash write-off of deferred financing costs in long term debt of \$9.6 million].
- (2) Pro forma for the Offering (as described in footnote 1) and the Credit Agreement Amendment, including \$1.1 million of estimated financing fees and the non-cash write-off of deferred financing costs in long-term debt of \$9.6 million
- (3) Net Debt calculated as total debt, less total cash.
- (4) Excludes additional \$50 million revolving credit facility extinguished as part of the Credit Agreement Amendment.

Appendix

ABC Technologies Overview



Adjusted EBITDA and Free Cash Flow Reconciliation

(US\$ millions)	Q2		YTD		Fiscal 2020	Fiscal 2019	Fiscal 2018
	Fiscal 2021	Fiscal 2020	Fiscal 2021	Fiscal 2020			
Net earnings (loss)	\$11	\$10	\$21	\$18	(\$26)	\$65	\$62
Total income tax expense	\$2	\$0	\$5	\$3	(\$2)	\$18	\$11
Interest expense (net)	\$10	\$10	\$20	\$13	\$32	\$17	\$28
Depreciation of property, plant and equipment	\$11	\$10	\$23	\$19	\$40	\$33	\$32
Depreciation of right-of-use assets	\$3	\$3	\$7	\$7	\$14	-	-
Amortization of intangibles	\$5	\$2	\$9	\$5	\$12	\$8	\$9
EBITDA	\$42	\$35	\$85	\$64	\$69	\$141	\$141
Key management personnel severance ⁽¹⁾	-	-	-	-	-	-	\$7
Loss on disposal of property, plant and equipment	(\$0)	\$0	\$0	\$1	\$1	\$1	\$0
Unrealized loss on derivative financial instruments	(\$0)	\$1	(\$1)	\$1	\$3	\$2	\$5
Impact of 2019 OEM strike ⁽²⁾	-	\$10	-	\$14	\$10	-	-
Transactional and recruitment bonuses ⁽³⁾	\$3	-	\$4	-	\$1	\$0	\$4
Adjustment to acquisition-related payable ⁽⁴⁾	-	\$0	-	(\$3)	(\$3)	-	-
Business transformation and related costs ⁽⁵⁾	\$3	\$2	\$5	\$3	\$6	\$4	\$10
Additional launch and related costs ⁽⁶⁾	-	\$7	-	\$21	\$21	\$39	-
Share of income of joint ventures ⁽⁷⁾	(\$3)	(\$5)	(\$6)	(\$7)	(\$5)	(\$9)	(\$6)
EBITDA from joint ventures ⁽⁷⁾	\$5	\$3	\$9	\$7	\$8	\$14	\$13
Gain on change in employee benefit plan ⁽⁸⁾	-	-	-	-	-	-	(\$1)
Gain on disposal of Polybottle Group ⁽⁹⁾	-	-	-	-	-	(\$14)	-
Changes to non-tooling onerous contracts ⁽¹⁰⁾	-	-	-	-	-	(\$8)	(\$1)
Lease payments ⁽¹¹⁾	(\$6)	(\$6)	(\$11)	(\$11)	(\$22)	-	-
Adjusted EBITDA⁽¹²⁾	\$44	\$48	\$85	\$90	\$89	\$170	\$172
Net cash flows from operating activities	\$41	\$29	\$111	\$39	\$30	\$92	\$189
Less: Purchases of property, plant and equipment	(\$9)	(\$16)	(\$18)	(\$48)	(\$73)	(\$79)	(\$64)
Add: Proceeds from disposals of property, plant and equipment	\$0	-	\$0	-	\$0	\$1	-
Less: Additions to intangible assets ⁽¹³⁾	(\$3)	(\$4)	(\$7)	(\$8)	(\$21)	(\$16)	(\$19)
Add: Proceeds from disposal of Polybottle Group	-	-	-	-	-	\$22	-
Less: Principal payments of lease liabilities	(\$2)	(\$2)	(\$4)	(\$3)	(\$8)	-	-
Add: Dividends from joint ventures	\$4	\$0	\$4	\$3	\$3	\$8	\$5
Free Cash Flow	\$30	\$7	\$86	(\$18)	(\$69)	\$28	\$111

See next slide for detail around footnotes.



Adjusted EBITDA and Free Cash Flow Reconciliation

- 1) Represents severance expense related to key management personnel as a result of organizational changes in Fiscal 2018.
- 2) Represents management's estimate of lost EBITDA associated with the 2019 OEM Strike. The Company estimated lost sales by comparing customer forecasted demand from IHS Markit prior to the strike compared with actual releases on a per vehicle basis. This comparison was done by quarter up to the end of February 2020. The Company estimate considered that a portion of the lost volume was recovered as such OEM customer publicly announced it would work to recover lost sales through working over time and extra shifts.
- 3) Represents incentive compensation paid to management in excess of 100% of the target level due to overperformance relative to budget, as well as transactional and recruitment bonuses.
- 4) Represents a gain recorded on the settlement of a liability payable to the former shareholders of ABC, established when the Company was acquired by the current shareholder.
- 5) Represents costs including consulting fees associated with enhancing business operations, organizational capability and related processes. These costs include services provided by Cerberus Operations and Advisory LLC and certain of ABC's directors.
- 6) Represents estimated additional launch costs associated with large programs included in cost of sales and selling, general and administrative expense.
- 7) Deducts share of income from joint ventures and adds EBITDA from joint ventures, which represents earnings before interest, taxes, and depreciation for the joint venture segment. This excludes any adjustment for the impact of the 2019 OEM Strike.
- 8) Represents a one-time benefit received from changing the employee benefit plan to an administrative service only plan in Fiscal 2018.
- 9) Represents the one-time gain realized from sale of all shares in the Polybottle Group, ABC's packaging manufacturing facilities on November 1, 2018.
- 10) Represents the adjustment of a reserve for non-tooling onerous contracts.
- 11) Represents the adjustment for operating lease payments to reverse the impact of IFRS 16.
- 12) Including the impact of IFRS 16, Adjusted EBITDA would have been \$49 million, \$54 million, \$96 million, \$100 million and \$111 million in Q2 Fiscal 2021, Q2 Fiscal 2020, YTD Fiscal 2021, YTD Fiscal 2020 and Fiscal 2020, respectively.
- 13) Represents capitalized development costs under IAS 38 Intangible Assets.